MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2015 / 2016 SESSION

DOB5018 – ORGANISATIONAL BEHAVIOUR

(Diploma Students Only)

30 MAY 2016
2.30 p.m to 4.30 p.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of 10 pages with 3 sections.
2. Answers for section A and B should be shaded on the OMR sheet provided.
3. For section C, please write your answers in the answer booklet provided.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1 mark).

1. _____ is our "gut feelings" explanation of behaviour.
   A. Organisational behaviour
   B. Intuition
   C. Satisfaction
   D. Motivation

2. Most of the employees in developed nations work in _____ jobs, _____ skills are essential to success in today's organisations.
   A. manufacturing; technical
   B. manufacturing; soft
   C. service; people
   D. service; technical

3. Hassan is able to identify opportunities, initiate and take action at the right time. Which of the following best describes Hassan's personality?
   A. Proactive
   B. Risk taking
   C. Self-monitoring
   D. Narcissism

4. _____ is the most dominant factor that influence personality.
   A. Aging
   B. Parents
   C. Heredity
   D. Environmental factors

5. Fauzi has 20 years of working experience in the industry. With his experience, he is able to make decisions based on a non-conscious process. He is practising _____.
   A. rational decision making
   B. bounded rationality decision making
   C. intuitive decision making
   D. perception decision making

Continued.....

6. In rational decision making model, which of the following is the **CORRECT** sequence?
   A. Define the problem → Identify the decision criteria → Allocate weights to the criteria → Evaluate the alternatives → Develop the alternatives → Select the best alternative
   B. Define the problem → Allocate weights to the criteria → Identify the decision criteria → Develop the alternatives → Evaluate the alternatives → Select the best alternative
   C. Define the problem → Identify the decision criteria → Develop the alternatives → Allocate weights to the criteria → Evaluate the alternatives → Select the best alternative
   D. Define the problem → Identify the decision criteria → Allocate weights to the criteria → Develop the alternatives → Evaluate the alternatives → Select the best alternative

7. Darrion has the desire for friendly and close interpersonal relationships. Based on McClelland's Theory of Needs, Darrion has the _____.
   A. need for power (nPow)
   B. need for affiliation (nAff)
   C. need for achievement (nAch)
   D. need for esteem (nEst)

8. Tian Ju organisation's employees are highly engaged. They are willing to invest physical, cognitive and emotional energies into job performance. What will be the impact of high job engagement?
   I. Higher levels of productivity
   II. Fewer safety incidents
   III. Lower motivation level
   IV. Lower turnover

   A. I, II, III
   B. I, II, IV
   C. II, III, IV
   D. I, II, III, IV

9. Chung Motor is implementing preventive action in preventing social loafing among staffs. Which of the following action is **NOT** a preventive action of social loafing?
   A. The management increases inter-group competition.
   B. Introduces peer evaluation in performance rating.
   C. Select and hire people who have high motivation and like to work in groups.
   D. Distribute group rewards based on members' group contributions.

Continued.....

10. _____ will have face-to-face meeting frequently and rely on verbal and non-verbal interactions to communicate among each other.
    A. Group shift
    B. Brainstorming session
    C. Nominal group techniques (NGT)
    D. Interacting groups

11. Queen Manufacturing Sdn. Bhd. created a team made up of employees from production, planning, quality control, tooling, design engineering, and information systems to implement the company's electric car program. This team is most likely to be an example of a _____ team.
    A. self-managed
    B. cross functional
    C. command
    D. problem solving

12. Misa is based in Melaka and her working partner is based in Australia. Despite not being in the same office, they communicate via emails and work well for all projects assigned to them. This is an example of _____ team.
    A. self-managed
    B. command
    C. cross functional
    D. virtual

13. _____is the ability to influence a group towards the achievement of a vision or set of goals.
    A. Communication
    B. Leadership
    C. Power
    D. Politics

14. Olivia is the senior finance officer in Peen Manufacturing Sdn. Bhd who has been working for 20 years in the company. She is able to assign work tasks to her colleagues although her colleagues may not happy with it. Olivia possesses _____ power.
    A. reward
    B. expert
    C. legitimate
    D. coercive

15. We normally follow our doctor's advice because our doctor has _____ power.
    A. reward
    B. expert
    C. legitimate
    D. coercive

Continued.....

16. Celebrities are highly paid to endorse products in advertisement because companies believe that the celebrities have _____ power.
    A. reward
    B. legitimate
    C. referent
    D. coercive

17. Your roommate always talks loud on the phone, but in other ways she is a good roommate. You get annoyed everytime her phone rings. You spoke to your mother and your mother suggested for you to have a talk with your roommate. However, you decided not to talk to her as you feel that it is simply not worth the trouble. Your conflict handling intention is called _____.
    A. avoiding
    B. accommodating
    C. compromising
    D. collaborating

18. As compared to earlier times, consumers now share information in social media such as facebook, blogs etc. This is an example of changes in the _____.
    A. nature of workforce
    B. competition
    C. economy
    D. social trends

19. Lisa has been working in Malaysia for five years. Today her supervisor informed her that she will be relocated to Thailand by next month. Lisa is very worried about the relocation because she is not familiar with Thailand. She is requesting not to be relocated. Lisa's reluctance to be relocated could be due to _____.
    A. economic factors
    B. fear of unknown
    C. habit
    D. selective information processing

20. Fizal has a new project for costs reduction in his company. He had called many meetings to present and promote his plans and also to explain the benefits from the project. Fizal is a(n) _____ within his company.
    A. change agent
    B. idea champion
    C. manipulator
    D. stress creator

[TOTAL 20 MARKS]

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SECTION B: TRUE/FALSE QUESTIONS (each question consists of 1 mark). Mark "A" for the TRUE statement and "B" for the FALSE statement.

21. Organisational behaviour looks at how individuals, groups and structure can influence the behaviour within an organisation. This study is done so that we can use the knowledge to improve organisational outcomes and thereby its effectiveness.

22. Systematic study does not improve the ability to accurately predict human behaviour in an organisation.

23. Employees will tend to seek managers' assistance to provide security during economic stability instead of a recession.

24. Working mothers will prefer flexible work arrangement and telecommuting to accommodate their schedules.

25. Higher job satisfaction will lead to an increase of workplace deviance behaviour.

26. Personality is often described in terms of measurable traits such as outspoken, aggressive, submissive, ambitious, loyal, or shy.

27. Values will strongly influence the employees' attitudes, behaviours and perceptions.

28. Bounded rationality is to construct complicated models that extract the essential features from the problems without understanding the whole scenario.

29. An increase in job turnover indicates mismatch between personality and task.

30. Instrumental values describe the desired goals individuals want to achieve through their lifetime.

31. Perception is the way people organise and interpret large amounts of information into trends that give no sense to the environment.

32. Justice is to provide the greatest good for the greatest number of people.

33. Managers believe that increasing employees' confidence in their own abilities can increase their motivation level.

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34. Employees who are over-rewarded and paid by piece will produce fewer, but higher-quality units.

35. The size of the group will impact on the work performance, where group with smaller number of members is able to complete tasks faster.

36. High-status members often have lesser freedom to deviate from norms, while having resistance over conformity pressures.

37. Effective teams have effective leadership, adequate resources, trusting culture, and reasonable reward system.

38. Self-managed work teams comprised of groups of people who perform highly related job.

39. Unfreezing can be achieved by decreasing driving forces that direct behaviour away from the status quo.

40. The sources of innovation include changing structure, creative culture, and innovative workforce.

[TOTAL 20 MARKS]

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SECTION C: STRUCTURED QUESTIONS
Answer ALL questions.

QUESTION 1

Boong is the human resource director of a multinational company based in Malaysia. He realised that there was a high turnover in his company for the first quarter of 2016. Boong would like to find out what were the causes to prevent more to leave, therefore he has conducted a job satisfaction survey among the employees. The survey reported that 40% of the existing employees claimed that they are unhappy to work in the company and they intend to leave the company. Most of these unhappy employees said that they are unhappy with their job scope, either they have too much work or their work is boring. Another reason is they have poor relationship with their immediate supervisor and colleagues. A minority claimed low salary as the reason they are unhappy in the company.

a) Based on the scenario above, identify **THREE (3)** causes of job dissatisfaction among employees of the company. (3 marks)

b) You are the counselor in this company. Moon, who has been working in this company for 20 years, consult you on her dissatisfaction of working in this company. She is very unhappy with the current situation. However, she does not wish to leave the company. She is seeking your advice for other options instead of leaving the company. How would you advise her? Explain **THREE (3)** options that you would suggest to Moon. (6 marks)

c) Explain **FOUR (4)** positive outcomes that can benefit a company when there is high job satisfaction among its employees. (6 marks)

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QUESTION 2

Zern Event Management Sdn. Bhd. has been established since 2010. It has several branches in all region of Malaysia. Liam is the senior finance manager in the company. For cost savings purpose, he has suggested that staff should rely more on email to communicate with customers rather than frequently meeting them in person. In his opinion, meeting up in person is time consuming and costly. He had also commented that this communication via emails can increase the creativity of customers because customers could communicate with staff anytime at their convenience.

a) Discuss **THREE (3)** ways on how the company can benefit by using email to communicate with customers. (3 marks)

b) Discuss **FOUR (4)** limitations that the company might face if they follow Liam's proposal. (6 marks)

c) Apart from email, suggest **TWO (2)** methods that the staff can use if they would like to remind customers on meeting date and time. (3 marks)

d) The company would like to broadcast successful events' photos to the public. Suggest **THREE (3)** methods that they can publicise their events. (3 marks)

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QUESTION 3

Zamri is a role model of team leader in his company. His team members have very minimal conflicts among them. Other leaders from other department are very keen to know how Zamri manages conflicts among his subordinates. Zamri will always share with others that his key to success in managing conflicts is to hold on to his principle, which is "Conflict is an opportunity for us to grow!"

a) Which type of conflict view does Zamri hold? (1 mark)

b) Apart from your answer in (a), what are **TWO (2)** other views of conflict? (2 marks)

c) Do you agree with Zamri's principle, "Conflict is an opportunity for us to grow"? Justify your answer. (2 marks)

d) Differentiate functional conflict from dysfunctional conflict. (4 marks)

e) Explain **THREE (3)** sources of conflict that commonly arise in an organisation. (6 marks)

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QUESTION 4

a) Define stress. (1 mark)

b) Explain **SIX (6)** ways how employers can manage stress levels in their organisation. (6 marks)

c) Explain **FOUR (4)** ways that employees can do to strive a work-life balance. (4 marks)

d) Explain **TWO (2)** types of stress that commonly arise in a workplace. (4 marks)

[TOTAL 60 MARKS]

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